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REPORT OF THE EXECUTIVE BOARD ON THE WORK OF ITS 1994 ANNUAL SESSION (2-6 MAY 1994)*

* The present document is a mimeographed version of the report of the Executive Board of the United Nations Children's Fund on its annual session (2-6 May 1994). The reports of the first regular session (23-25 February), second regular session (25-29 April) and third regular session (21-23 September) will be issued as parts I, II and IV, respectively. The reports will be combined and issued in final form as Official Records of the Economic and Social Council, 1994, Supplement No. 14 (E/1994/34/Rev.1-E/ICEF/1994/13/Rev.1).

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I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund (UNICEF) held its annual session at United Nations Headquarters from 2 to 6 May 1994.

Awards

UNICEF Maurice Pate Award

2. The 1994 UNICEF Maurice Pate Award was presented to the All-China Women's Federation for its exemplary leadership in promoting the well-being of children and women on a nationwide scale. The Award, decided upon at the Board's first regular session of 1994, cited the Federation's visionary approach, combining traditional practices with modern methods, as well as its use of a trained network of women's groups to promote health, education and children's rights and to improve the status of girls and women. Through its innovative strategies, it had been able to mobilize village and neighbourhood women from different ethnic and socio-economic groups, ultimately transforming sectoral projects into social movements. The Federation also had provided leadership in the enactment of laws to protect the rights of women and children, with its most outstanding results evident in the empowerment of women. Through mass literacy campaigns, skills training, leadership training and advocacy, the lives of millions of women had been transformed, with some 90 million women having received some form of skills training.

Staff Awards

3. The Deputy Executive Director, Operations, announced that the 1994 Staff Awards had been presented to the following: the staff of Operation Lifeline Sudan, as an example of a long-term humanitarian operation, who worked at great personal risk and in remote and isolated locations to maintain the flow of essential life-saving services for mothers and children; the staff of the Madras, India, office, for helping to place children's issues in the forefront of the public agenda in Tamil Nadu, a state with a population of almost 60 million; and the staff of the Mexico country office, under the leadership of Mr. Jorge Jara, for providing crucial support for mobilizing top-level political will for children.

Tributes

4. The Deputy Executive Director, Operations, as well as many delegations, paid tribute to staff members who had died in the past year in the service of children: Mr. John Wandayo, a national of Uganda, a UNICEF driver who was killed on 18 October 1993 in Kampala, Uganda, ambushed by unknown gunmen; Dr. Fred Musonge, of the Ugandan Ministry of Health, who was killed in the same attack; Mr. Kai David Lincoln, a 23-year-old national of the United States of America, who was seconded from the UNICEF Greeting Card and related Operations (GCO) to the United Nations Operation in Somalia, who was killed in Mogadishu when the car in which he was riding was ambushed; and at least five UNICEF staff members of Rwandan nationality, along with more than a dozen members of their families, who were killed during the first few days of the violence in that country in April 1994.

5. In addition, the Deputy Executive Director, Operations, mentioned three colleagues whose deaths had left the UNICEF family in mourning: Mr. Eiji Seiki, a national of Japan, who had held the post of Comptroller when he died in New York in May 1993; Mr. Michael Shower, a United States citizen and Counsellor to the Executive Director; and Mr. Robert Foscher, a French national and driver in Geneva.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

Opening of the session and adoption of the agenda

6. The session was opened by the Chairman, who said that the annual session was a forum for the Board to discuss in depth and adopt important policy and operational decisions affecting child survival, protection and development. The Executive Director said that the Executive Board had dealt with the bulk of programme matters at its second regular session the previous week and, thus, members could focus on matters of policy and strategy, linking concerns for children's well-being to all the burning issues of development that posed challenges for the next century.

7. Prior to the adoption of the agenda, one delegation stressed the importance of implementing General Assembly resolution 48/162 of 20 December 1993, saying that the annual session required a focused, business-like discussion of issues, not a general debate. Although 1994 was a transition year, the clustering of agenda items, particularly items 4, 5, 6 and 7, on the report of the Executive Director (E/ICEF/1994/2 (Part I, Part II and Part II/Add.1)), the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1), the progress report on follow-up to the World Summit for Children (E/ICEF/1994/12) and ensuring child survival, protection and development in Africa (E/ICEF/1994/L.4), respectively, gave the impression that the Board would hold a general debate. Agenda item 5, the medium-term plan, including the financial plan, was of a different nature than the other items in the cluster, requiring a separate, focused discussion. Only one half hour was scheduled for the Executive Director's response to issues raised on all four items; the discussion of the medium-term plan would require more time.

8. The secretariat replied that the four major reports were clustered for better management of time, as requested at the second regular session. All of the reports were broad in nature and interlinked. The annual session consisted of only four working days, plus one day for informal consultations. If the four reports were to be considered as separate agenda items, more time would be required. As presently scheduled, interested delegations could make a 10-minute intervention on the items that interested them. If separate interventions were to be made on each item, each delegation would need to take the floor several times.

9. One delegation said that there had been broad agreement at the first regular session that although there would be no general debate, clustering policy and interlinked items would give delegations from capitals a chance to speak on important issues. Several other delegations supported the agenda as proposed, in the interest of saving time. One speaker said that delegations already had prepared statements according to the provisional agenda. His delegation would be willing to adopt an interim arrangement, but not one that would alter the pattern completely.

10. One delegation favoured the proposal to separate agenda item 5, the medium-term plan, from the others in the cluster, but said that there was a full agenda and the session would last only one week. The speaker called for an informal meeting to discuss the medium-term plan, leaving the agenda as it stood. The secretariat stated that informal consultations on draft decisions had been scheduled for 5 May, and that perhaps part of the morning session that day could be devoted to the medium-term plan.

11. Several delegations said that they would make more than one intervention on the first cluster of items on the agenda, and that they would have preferred a separate agenda item for the medium-term plan. One delegation stated that a health specialist from his capital would focus on child survival and development (CSD) in Africa and the World Summit for Children, while the other items in the cluster would be discussed in a separate intervention.

12. One delegation said that at its first regular session, the Board had decided generally that items should be clustered, but had not agreed on specific time slots. In the future, there should be more consistency in the work of the Board.

13. The Executive Board adopted the following agenda, as contained in document E/ICEF/1994/1/Rev.1, as amended:

Item 1. Opening of the session and statement by the Chairman of the Executive Board

Item 2. Statement by the Executive Director

Item 3. Adoption of the provisional agenda and organization of work

Item 4. Report of the Executive Director

Item 5. Medium-term plan, including the financial medium-term plan, for the period 1994-1997

Item 6. Progress report on the follow-up to the World Summit for Children

Item 7. Ensuring child survival, protection and development in Africa

Item 8. Gender equality and empowerment of women and girls: a policy review

Item 9. UNICEF and the World Summit for Social Development

Item 10. Emergency operations, including the issue of land-mines

Item 11. Progress report and lessons learned from evaluations and studies in UNICEF

Item 12. Analysis of the responses received on the issues covered in the multi-donor evaluation and results of the open-ended working group

Item 13. Issues for discussion at the Economic and Social Council

Item 14. Adoption of decisions

Item 15. Other business

Item 16. Concluding remarks and closure of the session

14. One delegation suggested that the layout of the meeting room was not conducive to an open dialogue and asked the secretariat about the status of finding alternate conference facilities. The secretariat responded that, in consultation with the United Nations Development Programme (UNDP), new conference facilities for regular meetings of the Executive Board were being explored. Since any proposal to construct new conference facilities would have to be submitted to the Advisory Committee on Administrative and Budgetary Questions for comment, the proposal could not be submitted to the Executive Board before its first regular session in 1995. All the alternatives under consideration could only be carried out when UNICEF began to move to the new premises at 633 Third Avenue in the last half of 1995.

Report of the Executive Director

15. The Executive Board had before it the report of the Executive Director (E/ICEF/1994/2 (Part I, Part II and Part II/Add.1)), which was introduced by the Deputy Executive Director, Programmes.

16. The report was well received by delegations and its contents were considered useful and informative. Many delegations praised UNICEF for its effective cooperation with developing countries using the goals of the World Summit for Children to mobilize a grand alliance for children. Some delegations questioned whether attention to goals for children helped or hindered programme sustainability, national capacity-building and longer-term development. A related issue was whether global goals and targets were sufficiently relevant to diverse national situations. One speaker suggested that goals and targets should not be the most important determinants for setting priorities and making strategic choices. Other delegations said that goals adapted to their countries' situations had helped to focus attention on children's needs and mobilize resources for children.

17. The Executive Director responded that the experience of UNICEF over the last decade had demonstrated that progress towards tangible goals built confidence and capacities and promoted the reordering of priorities, leading to greater sustainability of human-focused development. The goals for children should derive from the national programme of action (NPA) and the country programme should remain the centrepiece of individual countries' efforts to improve the well-being of their children and women.

18. Many delegations, from both developing and developed countries, expressed strong support for the "20/20" initiative, under which donor Governments would allocate 20 per cent of official development assistance (ODA) to basic human development needs, with developing countries allocating 20 per cent of their budgets to the same sectors, as a means of securing more resources to help meet the goals for children and women. On the other hand, several other speakers expressed the view that it might not be universally applicable since the needs of individual countries varied considerably. Responding to a suggestion that an ad hoc committee, consisting of bilateral and multilateral donors, be established to examine the issue of "20/20", the Executive Director suggested that UNICEF, with the Executive Board's approval, contact the Organisation for Economic Cooperation and Development to propose a meeting of its Development Assistance Committee on "20/20". He also suggested that the Board might devote a part of the session to an in-depth discussion of the "20/20" concept. (See paras. 54 and 62 below for further discussion of this issue.)

19. Several delegations endorsed the report's contention that the industrialized countries needed to do more, in line with the commitments they

had made at the World Summit for Children, to support the achievement of the goals for children and women. Other delegations mentioned the importance of efficiency, cost-effectiveness and accountability, particularly in a time of limited resources. The Executive Director welcomed the suggestion of one delegation that the administrative and management review of UNICEF examine ways to streamline and improve its operations.

20. Several delegations mentioned that they would have liked the report to contain more specific references to follow-up to the multi-donor evaluation. The secretariat replied that a separate report had been prepared on follow-up to the multi-donor evaluation (see paras. 115-117 below).

21. One delegation suggested that, in the light of the current re-examination of the role of the State, UNICEF should consider alternatives to Government-provided basic services. The report would have been strengthened by more discussion of the respective priority given to advocacy, planning and programmes in UNICEF activities. Another speaker said that the report could have benefited from a fuller treatment of UNICEF activities in the area of family planning.

22. A number of delegations made observations regarding the overlap of the content and use of the Executive Director's report and the medium-term plan (see paras. 24-25 below).

Medium-term plan for the period 1994-1997

Programme elements

23. The Executive Board had before it the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1). The Deputy Executive Director, Programmes, introducing the programmatic section of the plan, said that it built on past plans and had taken into account all recent Executive Board policy decisions, including those arising from the debate on the 1992 multi-donor evaluation. Updated every two years, it contained a forward-looking strategic framework. In the new plan, there were several key new portions on changing world conditions, including trends in development assistance; progress towards the goals for the year 2000 and a special section on the mid-decade goals; an update of strategy based on lessons learned; inter-agency cooperation and United Nations system reform; sustainability and national capacity-building; empowerment; accountability; strengthening of the family; and Central and Eastern Europe and the Commonwealth of Independent States (CIS). Referring to the issue of gender equality and empowerment of women, he asked if the secretariat should develop a separate report on the role of fathers.

24. Several delegations said that the medium-term plan was a good document, but that it would have been better if it were more concise and more focused on forward-looking aspects than on background information. Some delegations said that it presented a very good summary of what UNICEF is doing and was realistic, and urged UNICEF to continue with what was feasible. One speaker said that much of the information in the plan was repeated in the Executive Director's report. Another speaker suggested that in future it be more precise, listing objectives and performance indicators where implications could be drawn together in a clear, transparent manner. One delegation suggested that the plan's format be changed to provide a strategic overview of key issues and said that the Board should draft appropriate guidelines.

25. The Executive Director welcomed the suggestions for changing the format of the medium-term plan, which the secretariat also found to be a weighty document

to prepare. However, it was useful to have the entire UNICEF strategy and the full sweep of its activities described in one report, which was the purpose of the report of the Executive Director.

26. There was general overall support for the policies outlined in the medium-term plan. One delegation said that the plan's goals reflected a commitment to sustained human development, and many delegations supported the plan's emphasis on Africa. Several speakers said that the plan's objectives would help to build momentum towards the longer-term goals for children, and one spoke approvingly of the approach to meeting basic needs and providing basic services. Another speaker called it an excellent vision for the future.

27. In general, delegations agreed with the plan's focus on the mid-decade goals as a way to monitor progress and build towards achieving the goals for the year 2000. One speaker, however, said that capacity-building and empowerment should become a major part of the strategy mix and that, therefore, there should be a better balance between the setting of quantitative goals and targets and what was required in individual situations for longer-term development. Another Board member spoke strongly in favour of focused strategies, such as the one for the eradication of dracunculiasis, that not only made an immediate difference to individuals but also had a long-term, sustainable benefit for all. The speaker said that he had been affected by dracunculiasis as a child and knew first-hand how debilitating it could be.

28. Many delegations were pleased with the support for the mid-decade goals that had been expressed by a number of regional forums and international meetings. Many expressed support for the UNICEF emphasis on monitoring progress and called for even wider support for such activities. One speaker said that more attention should be paid to qualitative, as well as quantitative, indicators. Another delegation supported the plan's emphasis on surveillance as a continuing effort by management to evaluate action. A number of speakers, referring to the benefits of improved monitoring of progress, said that The Progress of Nations was useful in that regard. One delegation said that there should be a cautious interpretation of national performance "gaps" based on gross national product, and urged UNICEF to continue to work with other agencies to develop indicators that provided a better indication of performance. Several delegations mentioned areas where UNICEF could contribute to the development of indicators that would better measure progress and programme performance. One delegation suggested that the International Child Development Centre in Florence, Italy, serve as a base for UNICEF evaluation activities.

29. Some delegations expressed concern about the cost-effectiveness and sustainability of the mid-decade goals. Other speakers asked whether sufficient attention had been paid to individual countries' conditions when the goals had been set. The Executive Director replied that the mid-decade goals should be most appealing for those concerned with cost-effectiveness and sustainability. Several goals, such as those for breast-feeding and oral rehydration therapy (ORT) were virtually cost-free; others, such as the elimination of iodine deficiency disorders (IDD) or the eradication of polio, once achieved, would be sustainable. There was no contradiction between initiatives to achieve short- and medium-term objectives, on the one hand, and longer-term efforts to build sustainable systems, on the other. The UNICEF country programming process addressed the uniqueness of each country.

30. Delegations expressed satisfaction that the medium-term plan had included many of the themes of the multi-donor evaluation and agreed with the conclusions of the section on going-to-scale. Several delegations welcomed the sections on

capacity-building, advocacy and empowerment, as well as on lessons learned from UNICEF programmes and the increasing focus on evaluation. One speaker said that strategies for service delivery should not depend on Government action alone. Other Board members spoke favourably of the Bamako Initiative's emphasis on community empowerment. One delegation said that more attention should be paid to the impact of urbanization on the disenfranchised and most vulnerable groups. The secretariat said that UNICEF had always worked closely with local communities and non-governmental organizations (NGOs) as well as Governments, with a special focus on reaching the unreached.

31. A large number of delegations noted the importance of maintaining a long-term perspective on sustainability, referring especially to the downward spiral of poverty, population growth and environmental degradation. Such a perspective would lead to a stronger emphasis on the strategies of capacity-building and empowerment in UNICEF country programmes, with special attention to communities and families.

32. One delegation commended UNICEF efforts to balance the requirement for emergency operations with the building of social infrastructure. Other delegations were concerned that emergency activities might affect ongoing programme delivery, especially with the more conservative projections of resources. Some speakers said that the share of the programme budget devoted to education should be increased as this would have relevance for the strategies of empowerment and capacity-building. A number of delegations said that there should be greater emphasis on girls' and women's education, which one described as the single most important investment for social development. Another delegation urged UNICEF to continue educating the media about the silent emergencies that are neglected because of attention given to violence and "loud" emergencies.

33. Several delegations praised UNICEF for its emphasis on acquired immunodeficiency syndrome (AIDS) and on healthy lifestyles for adolescents. Other delegations supported programmes that link family planning with efforts to reduce maternal mortality. One speaker expressed dissatisfaction with the absence of any mention of contraceptive delivery. The Deputy Executive Director, Programmes, replied that the UNICEF policy on family planning had been approved by the Executive Board in 1993. Responding to comments about the lack of reference to the International Conference on Population and Development in the plan, he said that this had been an oversight and that the subject was addressed in other documents.

34. A number of delegations spoke about the importance of the family, saying it deserved increased attention and welcoming its inclusion in the plan. One speaker addressed the need to provide assistance in societies where family structures for child-bearing had been neglected. Another Board member spoke of the need to recognize diversity and change, respecting many different non-traditional family forms. Other speakers welcomed the emphasis on the importance of the role and participation of fathers.

35. Several delegations mentioned the importance of water supply and sanitation as basic services essential for the well-being of children. One delegation stressed the importance of water as a scarce resource that must be conserved and said that there must be effective maintenance of existing systems. Another delegation said that the Bangalore Global Meeting on Water and Sanitation had been a success and asked when the report would be ready. The secretariat said that the report was already available in draft form and offered to prepare a

sectoral strategy paper for water supply and sanitation for future consideration by the Executive Board.

36. Several delegations encouraged UNICEF to increase its advocacy for children's rights on a global scale. Many speakers said that their Governments were adjusting national legislation to conform to the Convention on the Rights of the Child and were working with NGOs to monitor compliance. One delegation said that UNICEF has an important role to play in the implementation of the Convention and urged UNICEF to strengthen its cooperation with the Committee on the Rights of the Child. Another delegation expressed concern about the country reporting process and emphasized that the reports should not be just a recital of legal action but an assessment of problems and obstacles encountered. The Executive Director pledged the continued support of UNICEF to Governments and to the Committee on the Rights of the Child.

37. Several delegations said that there should have been more information in the plan on inter-agency cooperation and United Nations reform. Some speakers emphasized the need for a better division of labour between United Nations agencies because the benefits of coordination outweighed those of competition, especially in newly independent countries. One delegation said that the ongoing reform of the United Nations system would give the agencies the necessary tools to live up to many expectations, while another said that the reform of United Nations institutions was crucial. (See chap. III, decision 1994/A/1, for the recommendations as adopted by the Executive Board.)

Financial plan

38. The financial medium-term plan was introduced by the Deputy Executive Director, Operations. Several delegations mentioned the importance of efficiency, cost-effectiveness and accountability, particularly in a time of limited resources. Two delegations said they hoped the management study would produce new ideas on how UNICEF could further streamline and improve its operations. One speaker said that although further improvements in cost-efficiency might be possible, they were not substitutes for more resources. The secretariat agreed and encouraged delegations to review the section on cost-effectiveness in the report of the Executive Director, which provided several examples of how UNICEF had managed to increase throughput while decreasing the ratio of administrative and programme support budget costs to total expenditures.

39. One delegation endorsed the section of the medium-term plan which indicated that there were no planned net increases in core staff and general resources-funded project staff, and suggested that there also be no increase in supplementary-funded staff. The secretariat responded that UNICEF consulted donors before the addition of posts funded from supplementary funds. Also, any new supplementary-funded posts would be only the minimum number necessary for new activities.

40. One delegation said that the financial medium-term plan lacked contingency planning. The secretariat responded that the format of the new plan was based on the work of the Reference Group and had been approved by the Executive Board in 1992. Paragraphs 276-279 of the plan explained what actions UNICEF took when income varied from projections. Also, the financial medium-term plan was a rolling plan that was adjusted annually, with table 4 showing the current year's adjustments.

41. One delegation asked why emergency expenditures had increased in 1993 while emergency income for the year had decreased. The secretariat explained that UNICEF had received several large contributions for emergencies in November-December 1992 and had recorded them as 1992 income, while the resulting expenditures had taken place in 1993. The same delegation said that emergency income contributions were forecast to decrease in the financial medium-term plan and requested an explanation. The secretariat explained that historically, contributions for emergencies fluctuated and were difficult to predict. Since emergencies were funded primarily from supplementary funds, if the need for emergency funds continued, donors would respond, causing emergency income to be greater than forecast.

42. Some delegations said that the rate of growth in general resource income in the financial medium-term plan was too optimistic. The secretariat responded that income grew in "jumps and starts", and in 1992, it had grown by 16 per cent. If industrialized countries honoured the commitments made at the World Summit for Children, the income figures in the plan would be exceeded. The financial medium-term plan assumed the conservative limited growth figures in table 5, even though UNICEF hoped to achieve the more optimistic figures shown in the same table.

43. One delegation said that the 1993 results suggested reduced donor support for general resources and asked what the indications were for 1994. The secretariat said that although total general resources income in 1993 was $36 million less than planned, $28 million of the shortfall was due to exchange rate movements and only $8 million to reduced donor support. The 1994 forecast was based on information received at the United Nations Pledging Conference for Development Activities and more recent information provided by donors. Because one major donor had announced at the current session that it would increase its 1994 contribution to general resources by 10 per cent, as well as indicating further increases in future years, the secretariat now expected general resources income to be greater than estimated in the financial medium-term plan.

44. One delegation asked why the plan showed an increase in general resources income but did not show a similar increase in programme expenditures. The same delegation asked why there was a decrease in 1994 general resources expenditures compared to 1993. The secretariat explained that because the surplus cash balance was being used for programmes, the percentage growth in programme expenditures could not be directly compared to the percentage growth in income. In 1993, UNICEF had used the cash balance to boost programme expenditures, including an extra allocation for unfunded emergencies approved by the Executive Board that would not be repeated in 1994. Although planned general resources programme expenditures for 1994 could have been a little higher, 1995 general resources programme expenditures would have had to be lower than planned to maintain the liquidity guideline. It would be less disruptive to programmes to have about the same level of planned programme expenditures in both years, as shown in the financial medium-term plan. Despite the planned reduction in general resources programme expenditures from 1993 to 1994, planned programme expenditures in the financial medium-term plan were still at a level much higher than in previous years.

45. One speaker asked why a table distributed informally at the second regular session showing planned global funds expenditure by region did not conform to the expenditure figures in the financial medium-term plan. The secretariat explained that the figures in the table were the total amounts approved by the Executive Board and were, therefore, the maximum UNICEF could spend. The financial medium-term plan showed that planned expenditures on global funds were

less than the approved amount because, historically, expenditures had been 15 per cent less than approved amounts and because planned expenditures on global funds had been reduced due to the current difficulties in general resources income. (See chap. III, decision 1994/A/1, for the recommendation as adopted by the Executive Board.)

Progress report on the follow-up to the World Summit for Children

46. The Executive Board had before it the progress report on the follow-up to the World Summit for Children (E/ICEF/1994/12). The Deputy Executive Director, Programmes, introduced the report and asked the Board for guidance on when the mid-decade review of progress towards the goals of the World Summit for Children should take place. The secretariat's view was that it should be in September 1996, when all national results through 1995 would have been reported.

47. One delegation called for country- and regional-level appraisals, in addition to national follow-up. Other delegations said that the International Conference on Population and Development, the World Summit for Social Development and the Fourth World Conference on Women would be opportunities for reporting progress. One delegation spoke of 1995 as a benchmark year for assessing progress made. A number of delegations called attention to the mid-decade progress reviews called for in the Summit Plan of Action. The Executive Director said that he expected the Secretary-General's own mid-decade review to take place in 1996, when results from all countries would have been shared with other United Nations agencies.

48. Several delegations reported on local plans of action for children, with one referring to such plans as expressions of real decentralization, where the vulnerable groups were given due consideration. Another delegation said that it was essential that there be leadership at all levels in this decentralization process. A number of speakers described the expansion of activities related to NPAs during 1993, including major developments in empowerment through local plans of action. The Executive Director said that UNICEF had continued to support the grass-roots momentum built up in the past year.

49. Many delegations said that the process of preparing NPAs had been a valuable experience, rallying many levels of society on behalf of action for children. Two delegations said that their own new NPAs had been part of the reconstruction process after war. One speaker added that the NPA, linked with the Convention on the Rights of the Child, represented a landmark in his country. Other speakers from newly independent States said that developing NPAs was a strategic thrust for the future. Many delegations called for continued support for NPAs.

50. One delegation observed that Governments had looked primarily to UNICEF for follow-up on the World Summit for Children, seeing it as the major agency in this area. UNICEF was urged to garner more support from other members of the United Nations system, making them more active partners in the development and implementation of NPAs. Several delegations spoke of the need specifically to involve the World Bank in this process.

51. The Executive Director reported on major inter-agency agreements and coordination achieved over the past year. These efforts included a joint letter from the Director-General of the World Health Organization (WHO) and the Executive Director to heads of State and Government seeking their leadership in achieving the mid-decade goals, as well as a letter from the UNDP Administrator to all UNDP staff urging their support for national action aimed at achieving

the mid-decade goals and the goals for the year 2000 as part of the drive for sustainable development. In addition, UNICEF was working with national Governments and institutions to improve their monitoring capacity so as to inform policy and contribute to sustainable action.

52. Delegations said that the momentum must continue so that all countries completed NPAs and incorporated them into national development strategies and budgets. Several delegations supported UNICEF continuing to work with municipal authorities.

53. A number of delegations drew attention to the need for continued support for monitoring implementation of NPAs, which was cited as a central means to sustain the momentum to date. One speaker underlined the important role played by UNICEF in her country in bringing together national agencies in a shared monitoring initiative and said that this technical assistance by UNICEF should be expanded. Another delegation said that national capacity-building was a major thrust of the country's NPA and saw this as an area which would deserve major emphasis in the next few years. Several speakers mentioned ways through which the mid-decade goals were being integrated into NPAs and were serving to accelerate progress to the longer-term goals set by the World Summit for Children.

54. One delegation said that NPAs were in fact the coherent implementation of country programmes, while others viewed them as costing and fund-raising mechanisms. Many delegations said that more resources should be made available to fund NPAs. Delegations from both industrialized and developing countries spoke in support of the "20/20" initiative (see also paras. 18 above and 62 below). However, some delegations asked for clarification on the delineation of the concept, including how to analyse government expenditure patterns where foreign assistance was integrated into public expenditures. Delegations from developing countries suggested that UNICEF monitor implementation of the "20/20" concept especially for basic social services and argued that the mid-decade goals and NPAs could not be achieved in some countries unless the principle was followed. One speaker said that the initiative could be a starting-point for a North-South alliance to combat poverty. Other speakers proposed that, as suggested in the Consensus of Dakar, "20/20" could be an indicator for measuring progress towards sustained achievements for women and children in Africa.

55. Delegations said that NPAs should be the main strategy followed by UNICEF in its country programme. One speaker said that value would be gained if NPAs were linked to country strategy notes. The Executive Director said that the UNICEF country programming process was merging increasingly with NPAs so that the country programme would become a concrete expression of the UNICEF contribution to national commitments to children. (See chap. III, decision 1994/A/2 for the recommendation as adopted by the Executive Board.)

Ensuring child survival, protection and development in Africa

56. The Executive Board had before it a report entitled, "Goals for child survival, protection and development in Africa: the challenges of implementation" (E/ICEF/1994/L.4), which was introduced by the Deputy Executive Director, Programmes.

57. Several delegations said that the report provided a comprehensive review of UNICEF activities in Africa. One delegation, however, said that it did not provide sufficient specific information on how the statement of priority was translated into programmes.

58. While noting that UNICEF had already accorded a high priority to Africa, several delegations encouraged UNICEF to increase this priority. This would require mobilizing additional resources for the continent. Many delegations said that Africa would need a considerable and sustained inflow of resources to alleviate poverty and to achieve sustainable development over the long term.

59. One delegation suggested that in higher-income countries and in countries in transition, UNICEF should act more as a catalyst, supporting policy development, rather than financing programmes. In the least developed countries, particularly in Africa, UNICEF should continue to provide substantial support to programme delivery.

60. Several delegations said that structural adjustment and the continuing debt crisis were having a devastating effect on the delivery of basic social services in Africa. After more than a decade of severe economic crisis and in the context of ever shrinking public sector resources, social sector expenditures were forced to compete with a wide range of development priorities. Referring to the World Bank's World Development Report, one speaker said that Africa, measured by per capita loss of working days, had twice the burden of disease compared to the average for developing countries and four times that of developed countries. Several delegations urged UNICEF to continue its efforts to promote greater debt relief measures for African countries, including debt cancellation and debt conversion for child development.

61. Many delegations emphasized the need for greater external assistance to Africa to help reverse its social and economic decline. One delegation said that despite the commitments made by both African and donor Governments at the 1992 International Conference on Assistance to African Children (ICAAC), the necessary increase in financial support had not followed. The issue of cancellation, relief and conversion of debt owed to bilateral donors and international financial institutions was considered crucial by several delegations. On the question of mobilizing greater resources for Africa's development, several delegations saw the need for a partnership on the basis of joint commitments or compacts by African Governments and donors. One delegation said that the sheer endurance of the children and women of Africa should not be misconceived as an alternative to the commitment and action required to address the desperate situation in Africa. Another delegation proposed that donors and individual or groups of African Governments agree to work on eliminating a specific disease or achieve other specific objectives.

62. Several speakers stated that they were adhering to the principles of the "20/20" initiative as a broad indication of their commitment to shift existing expenditures to strengthen human development priorities in the social sectors. One delegation said that failure to implement the "20/20" initiative would impede the realization of the mid-decade goals and only prolong and broaden the silent emergencies which claimed more lives in Africa than elsewhere. Several African delegations said that there had been significant shifts in public spending from military to social priorities. However, many low-income countries' budgets were already compressed, and the scope for restructuring might be limited. A number of African delegations said that considerable increases in ODA would be required if Africa was to meet the goals. Budgetary reallocations in favour of human development priorities should include a complete "untying" of ODA. One delegation said that in a world beset by the increasing gap between the rich and the poor, the "20/20" concept could be the starting-point for building a stronger alliance between the North and South in combating poverty. Poverty was the greatest enemy of human rights, including those of children (see also paras. 18 and 54 above).

63. The Executive Director said that Africa was becoming increasingly marginalized as a result of adverse macroeconomic conditions and debt, which reinforced the need for "compacts" for children. The main objective of the compacts would be to secure steady progress towards the achievement of national goals for children by ensuring the availability of adequate and reliable resources.

64. Several delegations said that it was important to adapt global goals to country-specific realities, particularly in Africa. The articulation of NPA subnational programmes was seen as a positive step in that direction. Integrating the goals, as articulated in NPAs, into national development plans would be critical. One delegation said that the NPA was the nucleus of a long-term strategy for investing in people, starting with children.

65. One delegation asked if it was the best strategy to give unconditional support to mid-decade goals in Africa when there were more pressing needs. The opportunity costs of uncritical support to mid-decade goals was high, particularly where national structures were weak and resources limited. UNICEF was encouraged to work closely with national Governments, donors and international financial institutions to explore whether more cost-effective ways of utilizing UNICEF resources could be found.

66. The Executive Director responded that the idea of mid-decade goals in Africa had emerged from ICAAC. The advantage of setting goals to be met by mid-decade and the end of the decade was that they provided a strategic focus for the development of basic social services. Improvements in service delivery would reinforce efforts for capacity-building and empowerment. Achievement of the goals was linked to efforts to strengthen basic infrastructures in the areas of health, education and water supply and sanitation. Systems were needed to sustain achievement, but goals were needed to make systems more efficient. African countries had adapted the goals to their own priority concerns, hence the inclusion of goals for malaria and AIDS in some countries.

67. One delegation asked if UNICEF was exceeding its traditional mandate by assuming a broader advisory role on issues of social development, policy and strategy. Several delegations said that there was a need for greater cooperation between UNICEF and the international financial institutions and emphasized the important role of UNICEF in systematically reviewing the impact of macroeconomic policies on women and children, particularly at the country level. Inter-agency cooperation in accordance with the principles of General Assembly resolution 47/199 of 22 December 1992 would lead to greater benefits for recipient countries. Several speakers underscored the need to expand partnerships with NGOs and National Committees for UNICEF in an effort to mobilize greater resources for Africa.

68. Several delegations emphasized the negative impact of the AIDS crisis in Africa and its devastating impact on long-term development, and commended the innovative UNICEF programmes in such countries as Botswana, Kenya and Zimbabwe as well as the attention paid to family health and youth lifestyles. One delegation suggested that UNICEF review its programme and structure to enhance further its efforts in HIV/AIDS prevention.

69. The importance of education in contributing to sustainable, long-term development was highlighted by several delegations. Particularly in Africa, long-term improvements in CSD would require sustained improvements in women and girl's education. One delegation said that sustainable programmes would need to revolve around people themselves to create an enabling environment where

assistance was provided to people to develop their own potential. Empowerment did not come through the passing of resolutions but the implementation of principles. Another delegation suggested that indicators for monitoring the impact of UNICEF interventions on building capacities and institutions should be developed and applied.

70. Several delegations commended UNICEF emergency work in Africa, which often was undertaken in extremely difficult and dangerous conditions. Some delegations raised concerns regarding the increase in UNICEF expenditures on emergency operations, particularly in Africa. The number of emergencies in Africa was testimony to the failure of long-term development in the continent. Greater resource allocations to emergencies dealt with the symptoms rather than the root cause of crises. Empowering Governments to manage effectively the twin processes of political and economic reform would be critical if future emergencies were to be averted. A number of delegations referred to the situation in Rwanda, expressed condolences for the UNICEF staff who had been killed and stressed the need for a concerted response to that tragic and difficult situation. Several delegations supported UNICEF efforts to work with other partners to address the problem of land-mines. The human damage caused by land-mines was underscored by a number of speakers.

71. Several delegations noted with appreciation the progress in ratification of the Convention on the Rights of the Child in Africa and emphasized the importance of implementation and monitoring. One African delegation suggested that UNICEF provide assistance to countries in implementing the Convention.

72. Several African delegations highlighted actions taken to date to help iodize all salt sold or exported by their countries. The Executive Director said that the goal of universal salt iodization could be achieved by the end of 1995 and that the eradication of IDD would bring substantial human development benefits to Africa and its children. (See chap. III, decisions 1994/A/3 and 1993/A/7 for the recommendations as adopted by the Executive Board.)

Gender equality and empowerment of women and girls

73. The Executive Board had before it a policy review on gender equality and empowerment of women and girls (E/ICEF/1994/L.5 and Add.1), which was introduced by the Deputy Executive Director, Programmes.

74. The Secretary-General of the Fourth World Conference on Women, addressing the Executive Board, thanked UNICEF for playing such an energetic role in the preparations for the Women's Conference and for seconding a UNICEF staff member to the Conference secretariat. The Executive Director of the United Nations Population Fund and Secretary-General of the International Conference on Population and Development briefed the Executive Board on the outcome of the recent final Preparatory Committee meeting for the Conference. She said that while the Preparatory Committee had reached a consensus on many important issues, there remained considerable disagreement over several key sections of the draft Programme of Action.

75. Several delegations welcomed the forthright recognition by UNICEF in the policy review of the multiple roles women play in society as caregivers, economic agents, and increasingly, as participants in the political process. Many speakers emphasized the importance of girls' education, non-formal as well as formal, as a key strategy for women's empowerment.

76. Many delegations supported the introduction of the concepts of the Women's Equality and Empowerment Framework and the life-cycle perspective, as outlined in the policy review. These were seen as important analytical tools for meeting the policy objectives of gender equality and women's empowerment. At the same time, several delegations said that they would have welcomed more detailed information on how those tools were being translated into particular country programmes.

77. One delegation called upon UNICEF to work with other agencies to find ways to meet the special needs of adolescent girls, who were often overlooked. The Secretary-General of the Women's Conference agreed, saying that large numbers of girls were forced into adulthood well before the age of 18 years.

78. One delegation commended UNICEF for discussing gender issues in the context of emergency situations in the policy review, stating that UNICEF work in this area should give particular attention to the psycho-social needs of girls and women affected by conflict situations. UNICEF was urged to collaborate closely with the Office of the United Nations High Commissioner for Refugees (UNHCR) in this work.

79. A number of delegations said that income-generating activities for poor women, especially small credit projects, were a tool for women's economic empowerment. However, one speaker said that such projects could run the risk of increasing women's already heavy workloads. Another delegation said that UNICEF should focus on activities related to the girl child, not on income-generating activities. The Deputy Executive Director, Programmes, said that enhancing the status and prospects of the girl child through various means was at the centre of UNICEF gender policies and programmes. A relatively small proportion of resources and energy was devoted to promoting income-generating activities.

80. Delegations were interested in UNICEF efforts to improve the legal status of women and several spoke of the linkages and complementarity between the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women, urging UNICEF to make full use of these instruments to facilitate the empowerment of girls and women and for eliminating harmful traditional practices.

81. A number of delegations commended UNICEF for its efforts in the area of gender sensitivity training for staff, using the Women's Equality and Empowerment Framework. In response to questions on the number and professional level of staff members who had been trained, the Senior Adviser for Women's Development Programmes said that to date, over 800 UNICEF staff had been trained, including 84 representatives, assistant representatives and senior country office and regional office staff. In addition, a large number of executive staff at headquarters also had participated in training and orientation. One delegation urged UNICEF to pay particular attention to specific cultural factors in each country where this training was being conducted.

82. One speaker said that UNICEF efforts to promote greater awareness of gender issues must reflect the fact that those issues were intricately connected with culture. There was no universal approach to gender awareness. In addition, economic issues such as structural adjustment, trade practices and inflation affected women as much as tradition and culture. The speaker, who had served as Secretary-General of the Third World Conference on Women, held in Nairobi, Kenya, in 1985, said that the Conference had focused almost exclusively on the

international economic context, without paying enough attention to the domestic context. It was important now not to go too far in the other direction.

83. The need for more gender-disaggregated data was stressed by many delegations. In addition, several encouraged UNICEF to monitor more systematically the impact of its policies and programmes for women and girls. The Deputy Executive Director, Programmes, said that developing better quantitative and qualitative indicators to monitor policy implementation was a challenge for UNICEF. Efforts to develop more gender-sensitive data should be helped considerably by the release of the second edition of The World's Women, which UNICEF was supporting and would be published early in 1995.

84. A number of delegations, including the Secretary-General of the Fourth World Conference on Women, commended UNICEF for highlighting the need for men to play a bigger role in parenting and in carrying out household responsibilities. She said that absent and lost fathers must discharge their responsibilities. Several delegations said that cooperative, joint efforts by both men and women would be needed to achieve and sustain the goals set out in the draft Platform for Action for the World Conference. One delegation called for greater coordination between donors and NGOs in this respect. Another delegation expressed concern about disrupting harmony in the family by abrupt promotion of changes in gender roles.

85. A number of delegations questioned whether the resources UNICEF had allocated in the medium-term plan for 1994-1997 to programmes to promote the development of girls and women were adequate, given the many wide-ranging issues included in the policy review. Other delegations observed that success in implementing the policies outlined in the review would depend on accountability within UNICEF at different levels, and said that without accountability and monitoring mechanisms, the policy objectives would remain rhetorical and theoretical. Several speakers called on UNICEF to strengthen the capacities and clarify the role of women in development focal points in country and regional offices.

86. Several delegations commended UNICEF for its progress in having women in 38 per cent of Professional posts, but said that there should be more women at the director level. One speaker asked if gender awareness was used as a criterion for appointing and promoting staff. The Deputy Executive Director, Operations, replied that UNICEF is looking into ways of incorporating gender sensitivity into the performance appraisal system for UNICEF staff.

87. Many delegations said that UNICEF was well placed to play a key role in preparations for the Fourth World Conference on Women, particularly in developing gender-disaggregated data for each stage of the life cycle, influencing the content of the draft platform of action for the Conference and ensuring that adequate follow-up mechanisms be established. (See chap. III, decision 1994/A/4 for the recommendation as adopted by the Executive Board.)

UNICEF and the World Summit for Social Development

88. The Executive Board had before it a report on UNICEF and the World Summit for Social Development (E/ICEF/1994/L.8), which was introduced by the Deputy Executive Director, Programmes.

89. The Chairman of the Preparatory Committee for the World Summit for Social Development addressed the Executive Board, stating that the Summit was inextricably linked with the World Summit for Children. He urged UNICEF to be

an active participant in all aspects of the Summit, particularly in helping to define the core issues that the Summit should address; bringing to the Summit a sense of optimism about what could be achieved, on the basis of UNICEF experience in promoting child survival, protection and development; helping to find new approaches to structural adjustment that were consistent with human development aims; and working to ensure that the follow-up to the Summit was well organized and effective. He added that the Summit would be an excellent opportunity to monitor progress towards the commitments made at the World Summit for Children.

90. Delegations appreciated the brevity and clarity of the report and it was suggested that it be a model for future papers prepared for the Executive Board. Several delegations endorsed the UNICEF objectives for the Summit, agreeing that it gave UNICEF an excellent opportunity to put the needs and rights of children at the centre of social development. One speaker suggested that UNICEF should pay particular attention to the role played by rapid urbanization in aggravating poverty, unemployment and social tensions. Another delegation said that in spite of the remarkable progress that had been made in improving the well-being of the world's children, it was still far from clear that children were the centrepiece of social policy. The Summit should establish minimum social guarantees for children and mechanisms should be set up to monitor those guarantees at the national level.

91. Many delegations urged UNICEF to give particular attention to follow-up to the Social Summit, especially because of all the recent international conferences, the World Summit for Children had the most effective and systematic follow-up. UNICEF should use that experience to help ensure that the declaration and plan of action of the Social Summit included strong measures for monitoring commitments at national and international levels.

92. UNICEF also was encouraged to bring to the Social Summit its positive experiences with cost-effective approaches to human development. Another delegation urged UNICEF to work towards a declaration and plan of action that included strong measures to support families.

93. As part of its preparations for the Social Summit, UNICEF was encouraged to undertake an analysis of experience to date with implementation of the Convention on the Rights of the Child. By documenting this positive experience, UNICEF could help to ensure that the Summit took place in a spirit of optimism.

Emergency operations

94. The Executive Board had before it a report on emergency operations (E/ICEF/1994/11), which was introduced by the Deputy Executive Director, Programmes, who reviewed the themes of the report and referred to the close collaboration between UNICEF and the Department of Humanitarian Affairs (DHA).

95. The Under-Secretary General for Humanitarian Affairs addressed the Executive Board and paid tribute to the UNICEF contribution to the overall United Nations effort to meet humanitarian needs.

96. In a written statement distributed to the Executive Board, the High Commissioner for Human Rights said that children made up over one half of the world's population and, at the same time, were the most vulnerable, endangered and exploited part of humanity. He regretted the recent violence in Rwanda, where 100,000 people had perished, with the heaviest burden falling on children and women. A representative of the High Commissioner had been sent to the area

to see what could be done to end the violations of human rights and prevent extension of the conflict outside Rwanda's borders.

97. Many delegations paid tribute to the UNICEF staff who had lost their lives in the line of duty in Rwanda. Some delegations urged UNICEF to ensure greater security for staff working in emergency situations. Several speakers commended UNICEF for its commitment, courage and capacity to respond rapidly and effectively to emergencies. The report itself was commended for its comprehensiveness and clarity.

98. The issue of striking and maintaining a balance between emergency relief and long-term development became a central focus in the discussion. While commending UNICEF for its outstanding work in responding to emergencies and urging the organization to continue to demonstrate this ability, several delegations wished to see a clearer delineation between emergency, rehabilitation and development activities. Because of competing demands on limited resources, several delegations said that UNICEF should continue to respond to emergencies, but not at the expense of long-term development.

99. The secretariat replied that, through the country programme approach, UNICEF was committed to development. If UNICEF did not take an active role in responding to emergencies, its credibility and image would be compromised and children would suffer immensely. There were difficulties in establishing clear demarcations between emergency, rehabilitation and development. Key interventions such as measles vaccination, ORT, vitamin A supplementation and water supply and sanitation services were common to both situations.

100. The secretariat said that the balance of UNICEF expenditure on emergency operations was largely a matter of donor support. Thus, in 1993, the $223 million spent on emergency operations, equivalent to 28 per cent of total programme expenditure, was a reflection of donor support and not a deliberate diversion of general resources. However, in emergency situations UNICEF continued to apply the country programme approach, including national capacity-building and prompt service delivery, in addition to maintaining effective management structures so that emergency operations did not disrupt development activities elsewhere in countries not entirely affected by an emergency. The secretariat asked the members of the Executive Board to consider several issues. First, it was important that donors did not decrease support for development because of emergency needs, but rather continue to ensure supplementary funding for development activities. Secondly, donors should review their humanitarian support in the wider context of total financial support provided for countries affected by conflict situations. The overwhelming disparity between the cost of peace-keeping and humanitarian operations was a major dilemma.

101. One delegation questioned the rationale of UNICEF involvement in providing non-traditional relief assistance such as kerosene, clothing, shelter materials and food. Another delegation said that UNICEF was stretching its capacity to the limit and should not attempt "to burn candles at both ends". The secretariat replied that because of the role of UNICEF as lead agency in some countries and the unique problems of certain emergencies, the provision by UNICEF of kerosene and winter requirements, as in Iraq, was justified.

102. One delegation said that the administrative and management review should also address management issues related to emergency operations. Some delegations requested clarification on the relationship between the Central Emergency Revolving Fund (CERF) and the Emergency Programme Fund (EPF) and on the use of the latter. The secretariat said that the two funds were

complementary. EPF was used to respond to emergencies for which no appeals had been launched or for which funding prospects had proven to be poor, while the capacity of CERF was often limited by liquidity.

103. Many delegations commended UNICEF for its support to DHA and the United Nations coordination system. One delegation requested clarification on the unresolved issues before the Inter-Agency Standing Committee (IASC). The secretariat replied that IASC continued to work on such issues as the continuum from relief to development, field coordination and land-mines.

104. Some delegations recommended a clearer division of labour between UNICEF and other operational agencies, including the World Food Programme (WFP) and UNHCR by entering into memorandums of understanding. These would ensure better resource allocation and important linkages between the food and non-food components of emergency operations. One speaker also stressed the importance of closer collaboration with WHO. Another delegation suggested that UNICEF collaborate closely with regional bodies such as the Inter-governmental Authority on Drought and Development, whose mandates and activities relate closely to UNICEF humanitarian and developmental concerns. The secretariat said that discussions with WFP were ongoing and would lead to the conclusion of a memorandum of understanding between the two agencies, and that plans were under way to pursue a similar agreement with UNHCR. The UNICEF/WHO Joint Committee on Health Policy provided a good framework for close collaboration between the two agencies.

105. Another delegation stressed the importance of evaluation of emergency operations and recommended that UNICEF undertake these evaluations based on the three strategies identified in the multi-donor evaluation, service delivery, capacity-building and empowerment. The secretariat stated that UNICEF had undertaken evaluations in Angola, Liberia and the former Yugoslavia. UNICEF also had participated in the evaluation by the Government of the Netherlands of relief and rehabilitation programmes in southern Somalia. UNICEF was documenting lessons learned in managing emergency programmes in various countries, including Iraq and Somalia.

106. Addressing operational issues, some delegations said that there was a need for training on emergency management and staff security, as well as orientation of new representatives and staff assigned to countries affected by emergencies. Training programmes on stress management also were felt to be important. The secretariat responded that UNICEF had developed training materials on those topics, which also had been shared with other concerned United Nations agencies.

107. The issue of anti-personnel mines in large areas of war-affected countries was discussed in the context of the discussion on emergency operations. The Deputy Executive Director, External Relations, stated that the use of anti-personnel land-mines violated many core provisions of the Convention on the Rights of the Child. The Executive Director had called for a ban on the production, use, stockpiling, sale and export of anti-personnel land-mines at the Human Rights Commission in March 1994. The International Committee of the Red Cross (ICRC) had supported this call. In addition, Secretary-General Boutros Boutros-Ghali had urged an international agreement banning the production, stockpiling, transfer and export of mines and components.

108. Several delegations expressed their concern about children affected by armed conflict and the devastating effect of anti-personnel mines in large areas of countries affected by war. Many speakers supported UNICEF advocacy and awareness-raising efforts concerning the protection of children from land-mines.

One speaker described in detail the situation in his country and recommended that UNICEF work closely with NGOs and National Committees to advocate the ban on land-mines. Another speaker recommended that UNICEF focus on education, information, care of victims and advocacy for a ban on both production and use of anti-personnel mines. The need for coordination with other United Nations bodies and ICRC was stressed. (See chap. III, decisions 1994/A/5, 1994/A/6 and 1994/A/7 for the recommendations as adopted by the Executive Board.)

109. Before the conclusion of the discussion of this agenda item, the Deputy Executive Director, Operations, informed members of the Board that the Government of Pakistan had made a contribution of $100,000 through UNICEF for the relief and assistance efforts for the children of Bosnia and Herzegovina.

UNICEF evaluation activities and follow-up to the multi-donor evaluation of UNICEF

UNICEF evaluation activities

110. The Executive Board had before it a progress report on lessons learned from evaluations and studies in UNICEF (E/ICEF/1994/L.3), which was introduced by the Deputy Executive Director, Programmes.

111. Many delegations were pleased with the efforts made by the Evaluation and Research Office over the last two years to strengthen the management of the evaluation function in UNICEF. Since the 1992 report on evaluation, emphasis had shifted from the production of evaluations to better use of evaluation results. Several delegations referred to the improvement of policies and strategies regarding evaluation, the strengthening of the organization's information system through the use of new computer technologies, and the enhancement of the "lessons learned" process. The evaluation of the Philippines country programme was cited as an important source of lessons learned in the area of capacity-building and empowerment. UNICEF efforts in the strengthening of local capacities for evaluation were also appreciated.

112. The need for a more problem-oriented analysis and results-based system of evaluation, including reporting on successes and failures, was cited by a number of delegations. It also was suggested that in future, regional reports of lessons learned should focus more on the assessment of strategies. The secretariat said that from a methodological standpoint, the measuring of indicators for capacity-building and empowerment presented a special challenge.

113. One delegation expressed concern about the extent to which improvements made to UNICEF evaluation systems and policies had been integrated by field offices. The secretariat replied that an Executive Directive on the management of evaluation in UNICEF had been distributed throughout the organization, and cited three examples of results implemented by field offices to date: the inclusion of strategic choices in country programme recommendations presented to the Executive Board; the inclusion of integrated monitoring and evaluation plans and budgets in the preparation of country master plans of operation; and country office reviews of data contained in the evaluation database for incorporation into a CD-ROM diskette to be distributed to all UNICEF offices in the coming months. One delegation said that it looked forward to seeing future country programme recommendations provide reflection on strategic choices made.

114. The need to strengthen the analysis of cost-effectiveness, as well as to increase both independent and external evaluation arrangements and the involvement of clients, Governments and communities in evaluation processes, was

cited by one delegation. Regarding cost-effectiveness, the secretariat said that the new Social Policy and Economic Analysis Office was committed to providing training and methodological development in that area, and that specific cost-effectiveness studies were being carried out, although more needed to be done. Regarding external and independent evaluations, the secretariat said that 12 per cent of UNICEF evaluations were carried out jointly with donors, and that 14 per cent of evaluations were completed together with other United Nations agencies. In addition, UNICEF evaluations were not usually carried out by UNICEF staff members, efforts were being made to strengthen local capacities in the area of evaluation, and the involvement and opinions of Governments, NGOs, communities, etc., did not lessen the degree of independence of evaluations.

Follow-up to the multi-donor evaluation of UNICEF

115. The Executive Board had before it an analysis of the responses received on the issues covered in the multi-donor evaluation of UNICEF (E/ICEF/1994/L.7) and the report of the open-ended working group on follow-up to the multi-donor evaluation established by the Executive Board (E/ICEF/1994/CRP.13).

116. Many delegations expressed gratitude to UNICEF for the seriousness which had been accorded to the recommendations made in the multi-donor evaluation. A number of speakers said that they were encouraged by the way in which ideas and concepts presented in the evaluation had been followed up by the organization at various levels. One delegation referred to the recent work on strategy development in the area of water supply and sanitation as a good example of UNICEF follow-up to the evaluation. Another delegation was pleased to see that advocacy had been recognized by UNICEF country offices as a separate strategy in itself. Several delegations supported the suggestion that a post-evaluation review take place at an appropriate time in the future to assess its implementation in the field.

117. Many delegations were pleased with the efforts of the open-ended working group and expressed support for the draft proposal contained in its report. One delegation said that the four strategies of service delivery, capacity-building, empowerment and advocacy should not lead to the creation of new verticalities and targets. Another delegation raised the question of the exact standing of the multi-donor evaluation and its recommendations. The secretariat replied that follow-up to date had been guided by decisions taken by the Executive Board in 1993. Proposals for Executive Board participation in the administrative and management review of UNICEF were welcomed by the secretariat. (See chap. III, decision 1994/A/8 for the recommendation as adopted by the Executive Board.)

Issues for discussion by the Economic and Social Council

118. The Executive Board had held informal consultations on issues related to UNICEF that could be discussed by the Economic and Social Council at a later date. The Deputy Executive Director, Programmes, suggested that a discussion of the implementation of General Assembly resolution 47/199 on operational activities for development also might be appropriate. He said that at this stage, the Board might focus on having a useful exchange of views, since the actual decisions would be taken through the Council's own processes. Items that could be considered by the Council included implementation of strategies that would emerge from upcoming international conferences, as well as the Plan of Action of the World Summit for Children and Agenda 21; priority issues for Africa and Central and Eastern Europe and the CIS; and the "20/20" concept.

119. With regard to the implementation of resolution 47/199, one speaker said that the issue of common premises would pose difficulties in his country and would require discussion in the Economic and Social Council.

120. One delegation said that the Executive Board should not make decisions regarding the Council's agenda, although the Board could present ideas to the Council. However, those ideas, questions or issues must be relevant to the United Nations system as a whole. United Nations system-wide cooperation in CIS was such an issue. It also was stated that the Board should concentrate on issues of direct relevance to UNICEF. Another delegation said that the Executive Board should make a substantial input to the Council's discussions. The Board should decide at which of its sessions it would consider issues for recommendation to the Council's organizational session.

121. The policy role of the Council was emphasized by another delegation. For example, the Council's discussion of the human immunodeficiency virus/AIDS would be of relevance to several agencies, including UNICEF. At future Executive Board sessions, it might be appropriate to remember the differences between roles of the Board and of the Council.

Greeting Card and related Operations - work plan and proposed budget for 1994

122. In accordance with decision 1994/R.2/11 (E/ICEF/1994/13 (Part II)) taken at the second regular session, the Executive Board considered a draft decision on the GCO work plan and proposed budget for 1994. (See chap. III, decision 1994/A/9 for the recommendation as adopted by the Executive Board.)

Rules of procedure

123. In accordance with decision 1994/R.2/1 (E/ICEF/1994/13 (Part II)) taken at the second regular session, the Executive Board considered the report of the Open-ended Working Group on the Rules of Procedure (E/ICEF/1994/L.17) and the recommendations of the Working Group as contained in documents E/ICEF/1994/L.18, E/ICEF/1994/L.19, E/ICEF/1994/CRP.27, E/ICEF/1994/CRP.39 and E/ICEF/1994/CRP.40, as well as document E/ICEF/1994/CRP.49. (See chap. III, decision 1994/A/10 for the recommendation as adopted by the Executive Board.)

Adoption of decisions

124. The Executive Board met on Friday, 6 May, to take action on recommendations emanating from informal consultations during the session. (See chap. III for the recommendations as adopted by the Executive Board.

125. Following the adoption of the decision on gender equality and empowerment of women and girls (see chap. III, decision 1994/A/4), one delegation said that because of increasingly difficult economic situations, many women in developing countries had been enticed by recruiters to work abroad, leaving their children to the care of relatives and friends. Many of those migrant workers did not make enough money to make trips home and sometimes did not see their children for years. Many of the children of migrant workers were neglected, falling prey to street crime and drug abuse, and vulnerable to sexual abuse and molestation. UNICEF was requested to take note of the plight of such children, particularly their psycho-social and educational needs.

126. Prior to its adoption by the Executive Board, the decision on the medium-term plan (see chap. III, decision 1994/A/1) was debated briefly, with some delegations requesting clarification as to the correct wording of the decision.

The Deputy Executive Director, Operations, said that the text, which takes note of the plan as a framework of financial projections for 1994-1997 and approves the preparation of up to $820 million in programme expenditures to be submitted to the Board in 1995, was acceptable, although different from past decisions on the subject, which also had endorsed the programme objectives of the organization. One speaker said that her delegation wanted the text to "take note of" rather than "endorse" the medium-term plan because of concerns about the format of the plan, which was too long and detailed to consider fully at the present session.

127. Regarding the decision on the situation of children in Rwanda (see chap. III, decision 1994/A/7), many delegations said that it was important that the Board take note of the situation of children and women affected by the current conflict in that country. Some delegations, however, while sharing the concern about the situation of children and women in Rwanda, voiced concern about the nature of the text and did not want to transcend the boundaries of the Executive Board, as some issues related to the conflict in Rwanda should be discussed in other forums such as the Security Council and/or the General Assembly.

III. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS 1994 ANNUAL SESSION

Decision 1994/A/1. Medium-term plan for the period 1994-1997

The Executive Board

1. Takes note of the medium-term plan (E/ICEF/1994/3 and Corr.1) as a framework of financial projections for 1994-1997 (summarized in table 7);

2. Approves the preparation of up to $820 million in programme expenditures from general resources to be submitted to the Executive Board in 1995 (shown in table 6, item 5). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid;

3. Requests the Executive Director, in preparing general resources submissions in 1995 and future years, to take account of the views expressed by delegations on the medium-term plan, including its financial projections;

4. Further requests the Executive Director to rationalize (a) the format and presentation of his report and the medium-term plan to minimize duplication and to provide a concise overview setting out the strategic directions for which Board approval is being sought and (b) the arrangements for Board consideration of the plan at future sessions.

Decision 1994/A/2. Follow-up to the World Summit for Children

The Executive Board

1. Invites all countries to review their national programmes of action (NPAs) to ensure that the mid-decade goals are appropriately incorporated into their national planning processes, while taking into account long-term sustainability, and that sufficient priority and resources be devoted to their achievement;

2. Acknowledges its decision 1993/12 (E/ICEF/1993/14), which invited donor countries and international financial institutions in a position to do so to increase and sustain their share of official development assistance (ODA) commitment to social priority sectors, and national Governments in a position to do so to increase their share of national budgetary allocations for the same sectors, bearing in mind, as appropriate, the levels of 20 per cent of total ODA and national budgetary allocations for those sectors recommended in the 1992 Human Development Report;

3. Invites the Economic and Social Council to discuss thoroughly the concept of "20/20", stressing in particular poverty eradication within the context of sustainable development;

4. Recommends that those countries which have not already done so establish mechanisms for monitoring progress towards the goals of their NPAs, including appropriate high-level meetings to review the state of progress, with the participation of all sectors of civil society, including the mass media;

5. Urges the Preparatory Committee of the World Summit for Social Development to take into account the Declaration and Plan of Action of the World Summit for Children in its preparatory draft documents and notes that the Social Summit provides an occasion for the nations of the world to report on the progress being made in keeping the promises made for children at the Children's Summit, with special reference to progress being made towards the mid-decade goals;

6. Reiterates the request made to the Secretary-General at the World Summit for Children to arrange for a mid-decade review of progress being made towards implementation of the commitments of the Declaration and Plan of Action of the Summit.

Decision 1994/A/3. Ensuring child survival, protection and development in Africa

The Executive Board

1. Reaffirms its commitment to Africa as the region of greatest need and highest priority and its commitment to assist countries in Africa to fulfil the human development goals of the 1990s, as expressed at the World Summit for Children and in the Consensus of Dakar. To this end, the Board requests the Executive Director to translate this priority into reality by proposing appropriate increases in the human and financial resources allocated for country programmes in Africa;

2. Decides to maintain and strengthen its commitment and support to the United Nations New Agenda for the Development of Africa in the 1990s (NADAF) and to ensure that the inter-agency work under NADAF is linked with the implementation of the national programmes of action (NPAs);

3. Urges all Governments in Africa to finalize their strategies for implementing their NPAs and to mobilize national and international resources, including restructuring of national budgets, for their speedy implementation;

4. Urges African States, interested donors and agencies and relevant non-governmental organizations (NGOs) to develop specific programmes or compacts aimed at meeting specific goals or sets of goals within the NPAs for the well-being of children and women, while taking into account long-term sustainability;

5. Further urges African Governments to mobilize other development partners, such as the private sector and NGOs, in support of the NPAs;

6. Invites, in accordance with the Consensus of Dakar, donor countries and others in a position to do so to increase substantially and sustain the official development assistance (ODA) commitment to poverty eradication in Africa, bearing in mind, as appropriate, the levels of 20 per cent of total ODA and national budgetary allocations for social priority sectors recommended by the 1992 Human Development Report;

7. Decides to increase its efforts in mobilizing additional resources from both private and public sources for programmes in Africa through, inter alia, strengthening its cooperation with multilateral and bilateral funding institutions including the World Bank and the African Development Bank (AfDB);

8. Further urges donor countries and international financial institutions to consider all possible measures to reduce the official debt burden of African countries, including debt cancellation and debt conversions, and further calls upon UNICEF to advocate at the highest possible levels for the reduction of African bilateral and multilateral debt;

9. Calls upon international financial institutions, donors and African Governments to improve the performance of structural adjustment policies in alleviating poverty, and to undertake measures to reduce the adverse impacts of those policies on affected households;

10. Calls upon the Executive Director to increase the involvement of recipient country nationals and institutions, both governmental and non-governmental, in the development, management, implementation, monitoring and evaluation of UNICEF-assisted programmes;

11. Further calls upon the Executive Director, within the UNICEF mandate and in collaboration with other relevant agencies, to strengthen support to emergency preparedness activities in all African countries to reduce vulnerability to natural and man-made disasters;

12. Requests the Executive Director, within the UNICEF mandate and in collaboration with other relevant agencies, to incorporate human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) as an important element of country programme recommendations, within the contexts of NPAs, given the considerable impact that HIV/AIDS is projected to have on child survival, protection and development in Africa;

13. Requests the Executive Director to strengthen collaboration, within the UNICEF mandate, with the Organization of African Unity, the United Nations Economic Commission for Africa, AfDB, as well as subregional organizations such as the Economic Community of West African States, the Preferential Trade Area for Eastern and Southern Africa, the Economic Community of Central African States, the Southern African Development Community and the Maghreb Arab Union, in the implementation of the Consensus of Dakar, taking into account the memorandums of understanding signed by the Executive Director with some of those organizations;

14. Requests the Executive Director to initiate the establishment of formal relations of cooperation with the Government of South Africa as soon as possible and to assist the Government to establish programmes for children and women, within the overall mandate of UNICEF;

15. Requests the Executive Director to report on progress made in the implementation of the current decision on ensuring child survival, protection and development in Africa to the Executive Board in 1995.

Decision 1994/A/4. Gender equality and empowerment of women and girls

The Executive Board

1. Endorses the conclusions of the policy review on gender equality and empowerment of girls and women, as contained in document E/ICEF/1994/L.5, and requests the Executive Director to give a high priority to the following actions in UNICEF efforts to promote gender equality and gender-sensitive development

programmes, taking into account the special needs of individual countries and, inter alia, the provisions of the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women:

(a) Developing gender-sensitive indicators in each sectoral area of development and setting gender-specific goals in the national programmes of action as an essential measure for introducing early action to eliminate the discrimination faced by girls and women in all stages of their life cycle and the achievement of the mid-decade goals and universal goals of the World Summit for Children;

(b) Strengthening the integration of gender concerns in country programmes by adopting (i) the life cycle perspective in addressing the gender-based disadvantages and eliminating disparities that exist at each stage of the life cycle of girls and women, with special attention to the development needs of girls in the age groups 0-5 years, 6-12 years and 13-18 years; and (ii) the use of the Women's Equality and Empowerment Framework as the conceptual and operational tool in the planning, implementation and evaluation of programmes;

(c) Promoting the ratification and implementation of the Convention on the Elimination of All Forms of Discrimination Against Women, together with the Convention on the Rights of the Child, recognizing the complementarity of the two Conventions as the foundation for action for gender equality and the empowerment of girls and women;

(d) Supporting specific actions and strategies for promoting gender equality within the family, sharing of parental responsibilities between men and women, addressing gender concerns in emergency situations, activities for special target groups of girls and women, such as those in poverty households and in especially difficult circumstances, policy-oriented research, organized participation of women at all levels, capacity-building and the mobilization of youth for bringing about a more gender-equitable society in the future;

(e) Ensuring that priority is given to the integration of gender issues in development programmes through the establishment of appropriate mechanisms for regular monitoring of the implementation of the actions set out above, assigning responsibilities for implementation, and enhancing capacities and resources for implementing the programme thrust on gender and development. In this regard, increased support of the donor community for country programmes and regional and global advocacy, networking and technical support is essential;

2. Requests the Executive Director to review the proportion of resources to be allocated to supporting gender equality and empowerment of girls and women from the projections in the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1) in order to take into account specifically the policy review on gender equality and empowerment of girls and women;

3. Further requests the Executive Director to participate actively in the preparation of the Fourth World Conference on Women, giving special attention to the actions noted above and emphasizing the synergy between the principles of gender equality and gender-sensitive national development and the goals of the World Summit for Children.

Decision 1994/A/5. Emergency operations

The Executive Board

1. Recognizes that there is need for greater consistency, clarity and transparency in the presentation of budgetary information on the use of emergency funds;

2. Requests the Executive Director to submit a report to the first regular session of 1995 on the proportion of emergency funding which also contributes to meeting UNICEF development objectives;

3. Further requests the Executive Director to avoid as much as possible the use of Emergency Programme Fund resources for long-term emergency preparedness activities and requests the Executive Director to incorporate these activities as appropriate into country and regional programmes;

4. Requests the Executive Director to submit a report to the first regular session in 1995 on the UNICEF contribution to the implementation of General Assembly resolution 48/57 of 14 December 1993 concerning the strengthening of the coordination of humanitarian assistance.

Decision 1994/A/6. Land-mines

The Executive Board,

Recalling General Assembly resolution 48/7 of 16 December 1993 entitled "Assistance in mine clearance", in which the Assembly states that it is gravely alarmed by the increasing presence of mines and other unexploded devices as a result of armed conflicts,

Taking note of the statement of 8 March 1994 by the Executive Director to the Commission on Human Rights,

1. Thanks the Executive Director for drawing to the Board's attention the devastating impact on children and women of land-mines and unexploded devices which serves to impede the work of UNICEF on behalf of the most vulnerable members of society;

2. Welcomes the decision of the General Assembly in resolution 48/7 to include in its provisional agenda of its forty-ninth session the item entitled "Assistance in mine clearance".

Decision 1994/A/7. The situation of children in Rwanda

The Executive Board,

Extremely disturbed by reports of death, suffering and deliberate violations of the rights of children in Rwanda,

Expresses appreciation for the UNICEF secretariat's relief efforts in Rwanda and the strong collaboration of UNICEF staff with United Nations agencies under the coordination of the Department of Humanitarian Affairs and with non-governmental organizations and calls on the Executive Director, in cooperation with the international community, to ensure a concrete and continued

response to the immediate and long-term needs of the suffering children of Rwanda, including those who have become displaced and refugees.

Decision 1994/A/8. Follow-up to the multi-donor evaluation

The Executive Board,

Having considered recommendations contained in the multi-donor evaluation of UNICEF,

1. Reaffirms that the recipient Government has the primary responsibility for the formulation of its country programme, as well as for the coordination of all types of external assistance, in order to integrate effectively the assistance into its development process;

A. UNICEF OVERALL PROGRAMME OBJECTIVES AND STRATEGIES

2. Stresses the importance of UNICEF further defining, within the overall goal of sustainable child survival and development, its advocacy role, as well as the scope of, and interlinkages among, the following three programme strategies:

(a) Strengthening national programmes for children through capacity-building, that is, through building capacity for sustained programme delivery, with a focus on systems development, organized training, management support and public participation in operations and maintenance;

(b) Support for the delivery of social services, that is, through well-defined technical interventions which are aimed at reaching the largest possible number of beneficiaries, currently through vertical structures, but increasingly through integrated service packages;

(c) Empowerment of children and women, that is, through development of knowledge and skills, the promotion of target group organization and participation in decision-making and the strengthening of cooperation within civil society;

3. Urges that these strategies should be applied, as appropriate, in accordance with the priorities and plans of national Governments, throughout the broad range of UNICEF field activities, including, inter alia, in the areas of:

(a) Development of sustainable systems in the social sectors;

(b) Gender analysis;

(c) Promotion of the rights of children and women;

(d) Programmes involving national coverage ("going to scale"), such as immunization programmes;

(e) Training and process support;

(f) Target group strengthening and involvement in all aspects of programme planning, implementation and evaluation, as well as in the maintenance of service systems;

(g) Cooperation with local non-governmental organizations;

(h) Programmes in the areas of health and nutrition, water and sanitation, women in development, education and emergency response;

4. Decides that the mix and weight given to programme objectives, programme strategies and priority sectors should be determined through the specific country programming process based on priorities and plans of the recipient Government and on an in-depth assessment of available choices within each country, the national programmes of action and, where in place, within the broader framework of the country strategy note;

5. Requests the Executive Director to:

(a) Develop a general strategy document on capacity-building, empowerment, service delivery and advocacy; improved programme designs for all UNICEF priority sectors, taking into account all three strategy elements; and a strategy paper on emergency assistance based on all three strategy elements and taking into account the role of UNICEF within the United Nations system and the need to strengthen linkages between UNICEF emergency work and its development goals;

(b) Present a status report on the subjects mentioned above to the September 1994 session of the Board and a full report on these subjects to the first regular session of 1995;

(c) Present to the appropriate session of the Board in 1995 one or more example(s) of country programme(s) incorporating all applicable issues outlined in this resolution;

(d) Report to the Board, as an integral part of the response to the requests mentioned above, as to which operational strategies and concrete measures the secretariat intends to introduce to adjust UNICEF's own organizational capacity;

B. INTER-AGENCY COORDINATION AND COLLABORATION

6. Stresses the importance it attaches to the mechanisms for coordination at the field level established in General Assembly resolution 47/199 of 22 December 1992;

7. Further stresses the need for enhanced coordination and collaboration between UNICEF, the United Nations and other relevant organizations at all levels, and the importance of focusing these collaborative efforts, at this stage, on policy and programme coordination and technical dialogue;

8. Requests the Executive Director, in close cooperation with the United Nations system, to continue giving support to capacity-building of recipient Governments in the coordination of international assistance in UNICEF-related fields;

9. Emphasizes the importance it attaches to system-wide coordination of humanitarian emergency assistance, under the leadership of the Emergency Relief Coordinator, in order to facilitate an effective response to natural disasters and other emergencies by the United Nations system at Headquarters and normally through the resident coordinator system at the field level;

10. Requests the Executive Director in this context to identify measures to strengthen further coordination mechanisms with the United Nations and other relevant organizations;

C. UNICEF ACCOUNTABILITY

11. Confirms that the accountability of UNICEF will be one of the major elements in the management review focusing attention on the respective accountabilities of the Board and the secretariat and, inter alia, on the six identified key areas:

(a) Funds;

(b) Country strategy and programme;

(c) Inputs to UNICEF-supported programmes;

(d) Outputs of UNICEF-supported programmes;

(e) Impacts and effects of UNICEF-supported programmes;

(f) National/global indicators;

12. Stresses the relevance of General Assembly resolution 47/199 on the triennial policy review of operational activities as well as ongoing efforts of UNICEF to implement paragraphs in that resolution aimed at improving accountability;

13. Decides that a new open-ended working group, with the mandate to continue the work initiated by the Working Group established by decision 1993/6 (see E/ICEF/1994/14), should be established and that that working group will address, inter alia, accountability questions arising from the management review;

14. Further decides to schedule meetings, as appropriate, between the open-ended working group and the management review consultants to discuss questions pertaining to UNICEF accountability, as outlined in the management review's terms of reference, as well as the relevant sections of the draft outline of the consultant's final report;

15. Requests the working group to report back to the Board on its findings no later than the annual session in 1995.

Decision 1994/A/9. Greeting Card and related Operations work plan and proposed budget for 1994

A. Greeting Card and related Operations budgeted expenditures for the 1994 season

The Executive Board

1. Approves for the fiscal year 1 May 1994 to 30 April 1995 budgeted expenditures of $77.0 million as detailed below and summarized in revised column II of annex VI to document E/ICEF/1994/AB/L.6 (E/ICEF/1994/CRP.36 and Add.1):

	(In millions of United States dollars)
Director's Office	1.0
Product Line and Marketing	39.5
Market Development Programme	5.0
Private Sector Fund-raising	5.3
Fund-raising Development Programme	5.0
Operations and Finance	12.8
UNICEF field offices	7.1
Subtotal a/	75.7
Central and Eastern European National Committees Development Programme	1.3
Total expenditures - consolidated b/	77.0

a/ For details, see tables 3, 5, 7, 9 and 11.

b/ For details, see table 1.

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in revised column II of annex VI to document E/ICEF/1994/AB/L.6 and to increase the expenditures up to the level indicated in column III of annex VI to the same document, should the apparent net proceeds increase before and during the season necessitate, and, accordingly, to reduce expenditures below the level indicated in revised column II to the extent necessary, should the net proceeds decrease;

(b) To transfer funds when necessary between the various budgets as detailed under paragraph 1 above;

(c) To spend an additional amount between Executive Board sessions, when necessary, owing to currency fluctuations, to ensure the continued operation of the Greeting Card and related Operations (GCO).

B. Budgeted income for the 1994 season

The Executive Board

Notes that for the fiscal year 1 May 1994 to 30 April 1995, GCO net proceeds are budgeted at $187.2 million as shown in revised column II of annex VI to document E/ICEF/1994/AB/L.6.

C. Policy issues

The Executive Board

1. Approves the changes in posts with a net reduction of 38 posts as indicated in table 2 in document E/ICEF/1994/AB/L.6;

2. Renews the Fund-raising Development Programme for an additional five-year period with $5 million established for 1994;

3. Establishes the Market Development Programme for a five-year period with $5 million established for 1994;

4. Authorizes the implementation of the decreasing scale of retention for Central and Eastern European National Committees for UNICEF as recommended in paragraph 22 of document E/ICEF/1994/AB/L.6;

5. Authorizes the consolidation of production facilities in North America and Europe, subject to a thorough review of the impact of this consolidation at an appropriate session in 1996;

6. Requests the Executive Director to expedite the procedures required to implement decision 1993/24 C.1 and C.2 with effect in the 1994 (GCO) budget year and to report on the implementation thereof to the third regular session of the 1994 Executive Board;

7. Recommends that, with a view to providing more information on the evolution of income and expenditures, the budget documents should incorporate the key performance indicators over a five-year period, including the provisional results of the preceding year when they become available;

8. Recommends that the secretariat provide, as an addendum to the GCO work plan and budget, key tables comparing the future year's budget with the latest provisional results;

9. Requests the Executive Director to consider the possibility of the extension of the Central and Eastern European National Committees Development Programme in light of Executive Board decision 1994/R.2/9 (E/ICEF/1994/13 (Part II)) on UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as well as the comments made by the delegations during the second regular session of the Executive Board in 1994.

Decision 1994/A/10. Rules of procedure

The Executive Board

Decides that, in view of United Nations General Assembly resolution 48/162 of 20 December 1993, the following rules of procedure (E/ICEF/1994/L.18, as amended by E/ICEF/1994/CRP.27, E/ICEF/1994/CRP.39, E/ICEF/1994/CRP.49 and E/ICEF/1994/CRP.40) will replace the existing rules of procedure as contained in document E/ICEF/177/Rev.5 and Corr.1, with effect as of 1 July 1994.*

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* The revised rules of procedure as approved in this decision are contained in document E/ICEF/177/Rev.6.